testing.

The fourth (4) substep entails performing user training. This substep may entail: (a) training a support team; (b) training an operations team; and (c) training users.

The fifth (5) substep involves developing support procedures and documentation. This substep entails: (a) creating maintenance and support manuals; (b) designing operating procedures; (c) creating support scripts; (d) establishing on-call procedures (e.g., establishing procedures for contacting support personnel, and for defining the responsibilities of the support personnel); and (e) establishing commitments (referred to as "warranties") from the project management team regarding the nature of the services it will render with respect to the development and installation of the IT solution, the length of time that these services will be provided, and any conditions that will trigger the termination (or continuation) of these services.

The sixth (6) substep involves establishing disaster recovery procedures.

The output of the fifth principal step includes one or more of the following deliverables: (1) test results; (2) disaster recovery procedures; (3) support scripts and manuals; (4) warranty; (5) on-call procedures; (6) maintenance manuals; (7) help desk scripts; and (8) and disaster recovery (DR) procedures.

The fifth principal step terminates in approval step 122. This step assesses the viability of the project mainly based on the analysis performed in the fifth principal step. Exemplary authorizing agents for the fifth principal step include one or more of: (a) business and technical subject matter experts; (b) service IT solutions personnel (e.g., "service solutions IT team") (c) developers, particularly with prior experience with the IT technology area; (d) database and infrastructure personnel; (e) quality assurance subject matter experts; (f) any appropriate personnel who oversee changes in the IT product's code (e.g., a "change management team"); and (g) the personnel who perform appropriate maintenance on the IT product. If the authorizing agents approve the project, the process proceeds to the next principal step. If the authorizing agents do not approve the project, then the developers may revise or abandon the project.

F. Sixth Principal Step

The purpose of the sixth principal step is to install the IT product in production and ensure that the IT product is stable and supportable. In other words, the purpose of the sixth principal step is to move the IT product from a development environment to a point where it is stable and running in a supported environment.

The responsible party for performing the sixth principal step may comprise an appropriate service project manager. The sixth principal step may receive inputs (e.g., information) from any appropriate area of IT and business (e.g., any appropriate IT or business-related subject matter experts).

The sixth principal step may specifically include seven substeps. The first (1) substep entails installing the production environment (which may include installing appropriate equipment, etc.)

The second (2) substep entails installing the IT product, which may include the following tasks: (a) installing the system; (b) converting data from one format to another, as necessary (e.g., from a format appropriate to a pre-existing system to a format appropriate to the new system); (c) conducting acceptance tests; (d) deploying the application; (e) tracking and mitigating defects; (f) performing cut-over (which involves breaking off use of the old system and initiating use of the new IT product) .

The third (3) substep entails training support staff. This substep may also involve finalizing maintenance manuals and updating training materials.

The fourth (4) substep involves establishing on-call and escalation procedures. Escalation procedures define the actions that a user (or other interested party) should take in providing comments, airing complaints, making requests, etc., with respect to the IT solution. For instance, an exemplary procedure may require that a user initially seek resolution from a first party, and if unsuccessful, then seek resolution from a second party, etc. Further, different procedures may apply depending on whether the user takes action during the warranty period, as opposed to post-warranty period.

The fifth (5) substep involves executing retirement plans. A retirement plan ensures that a previous system or service that will be replaced by the current IT product is fully taken out of service. This may involve transferring information from the old IT system to the new system. This substep also ensures that the licenses

applicable to the old system are terminated, so that the organization does not continue to pay license charges for technology it no longer uses.

The sixth (6) substep involves developing metrics (i.e., measurements) to assess the extent to which the progressing IT solution is meeting the Service Level

5 Agreements (SLA's) pertaining to the project.

The seventh (7) substep involves fulfilling the promises made by the project management team with respect to the delivery of the IT product (e.g., fulfilling the "warranty requirements" with respect to the IT product).

The eighth (8) substep involves notifying financial personnel within the

10 organization of relevant information regarding the introduction of the new IT product.

The ninth (9) substep involves evaluating the IT solution. This substep may involve assessing whether or not the project management team has fulfilled its promises (i.e., "warranties") regarding the IT solution).

The tenth (10) substep involves developing a support log.

15 The output of the sixth principal step includes one or more of the following deliverables: (1)escalation procedures;; (2) on-call procedures (warranty and post-warranty); (3) solution metrics; (4) project evaluation documentation; and (5) a support defects log.

The sixth principal step terminates in approval step 126. This step assesses the

20 viability of the project mainly based on the analysis performed in the sixth principal step. Exemplary authorizing agent(s) for the sixth principal step include: (1) any appropriate business personnel; (2) service IT solutions team; (3) developers with prior experience in the IT product technology; (4) database and infrastructure personnel; and (5) the service area that will service the new IT product. If the

25 authorizing agents approve the project, the process proceeds to the next principal step. If the authorizing agents do not approve the project, then the developers may revise or abandon the project.

G. Seventh Principal Step

The purpose of the seventh and last principal step is to terminate the project

30 and perform all ancillary activities, such as project review. Another objective of the seventh principal step is to reach agreement as to whether the project has met its